

Approved For Release 2001/09/04 : CIA-RDP83-00531R000100010001-8

**DISPATCH**

CLASSIFICATION

**CONFIDENTIAL**

OR'S REQUEST FOR HQS. PROCESSING

INDEXING REQUESTED

NO INDEXING

APERTURE CARD REQUESTED

TO

**Director of Communications**

INFO.

**Communications Officer**

FROM

**Chief,**

SUBJECT

**CEL System - A suggestion for Improvement**

ACTION REQUIRED - REFERENCES

**REFERENCE: 9 July 1976 (Attached)**

1. Reference suggestion is forwarded herewith, for in our view it is worthy of serious study by Headquarters. It proposes making the top 25 positions of the GS-09 Panel T CEL reviewable but non-competitive in an effort to eliminate the "sawtooth" effect in the zone of promotion. Once an individual reaches the top 25 he would be "locked-in," so to speak, and be promoted when headroom became available. This would greatly improve the lot of those unfortunate individuals who vacillate in and out of this zone year after year.

2. We endorse the number of 25 as being about right at the current rate of GS-09 Panel T promotions per year. This would mean that on a good year, the block of 25 (or perhaps more) could all be promoted, thereby erasing the entire block for that year. With 25 as the number, a given individual would not be in this category for more than one year, which would seem to be acceptable.

3. This suggestion has been circulated through many of the Headquarters staff, including GS-09 Panel T members, and it has been almost unanimously endorsed. It is praised for it's "anti-sawtooth" feature, and the fact that it should provide encouragement for the GS-09 Panel T competitors who are frustrated by what they believe to be a system that makes reaching and staying in the zone of promotion largely a matter of having enough time at a given assignment, under the right supervisor (factors they have little control over), rather than consistent superior performance.

Continued...

**E2, IMPDET.**

CROSS REFERENCE TO

DISPATCH SYMBOL AND NUMBER

DATE

**6033****13 August 1976**

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4. In [REDACTED] view this proposal should pertain only to the GS-09 Panel T CEL; the nature and magnitude of the headroom/promotion problems that exist there are somewhat different than with other grades and panels, and we feel it warrants this special procedure. We would also like to add that we believe the method of reviewing the performance of the top 25 "non-competitors" must be well defined. With these two comments, [REDACTED] strongly endorses the suggestion as it stands.

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5. It has been said that any of our GS-09's in the top 100 are promotable, but we just don't have the headroom to promote them. How frustrating it must be to be "bobbing" in and out of the zone of promotion year after year. When one in this situation gets promoted, fate, rather than performance, has been the final determining factor.

6. We would like to complement CO [REDACTED]. Not only do we like his suggestion, but we believe he did an excellent job of presenting it.

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7. Your comments are invited.

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## Attachment:

[REDACTED] 02, 9 July 1976 - Herewith

## Distribution:

Orig. & 2 - Director of Communications, w/att.  
1 - CO, [REDACTED] w/o att.

IN FIELD

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TO	CHIEF, [REDACTED]	CH		ORIGINATOR'S REQUEST FOR HQS. PROCESSING
INFO.		DE	INDEXING REQUESTED	
FROM	Communications Officer, [REDACTED]	OPS		
SUBJECT	OC-ADMIN: Suggestion for Improving BYCELS/C	ENG	NO INDEXING	
ACTION REQUIRED - REFERENCES		SEC		
		ADM	APERTURE CARD REQUESTED	
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		FILE		
		SUSPENSE		

1. For many years OC has attempted to deal with a competitive evaluation system whereby an employee's ability is appropriately recognized as well as his contribution to the office. Although the system has worked reasonably well and, in most instances, does enable management to identify those individuals deserving promotion, inadequacies remain due to the large number of highly qualified individuals who compete annually for the top positions within their grade level. This is particularly true for the GS-9 through GS-11 category due to the continuing decline in promotional headroom.

2. I firmly believe most employees agree that OC pay standards are adequate for the job rendered. Unfortunately, a vast majority of employees does not consider money the leading job satisfier. People desire recognition. The lack of recognition of a individual will only result in the degradation in his overall performance which, from OC's viewpoint, would be less than desirable.

3. The idea submitted herein, if accepted, would provide a high degree of stability to BYCELS/C and, at the same time, extend to employees an acceptable method for achieving promotion within a 2 or 3 years time frame.

#### SUGGESTION

A. That OC institute a policy whereby individuals who rank in the top 25 positions of the annual world-wide CEL for GS-9 through GS-11 be advised of their exact standing.

B. Once a ranking in the top 25 list at respective grade levels is achieved, the employee could not be relegated to a lower ranking unless documented evidence has been submitted confirming his performance and ability has declined to a point which justifies his removal from this group.

CROSS REFERENCE TO

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C. As promotions are extended to those in the top 25 list, their positions are taken by remaining individuals on the 25 list. Example: If 12 individuals are promoted, the remaining 13 employees would move up and occupy positions 1 through 13 on the list. This group would remain as such for any additional promotional considerations for the current year as well as BYCELS exercises for following years until promoted. It would be necessary for OC to keep the Area Headquarters appraised of the top 25 list make-up so that during preliminary CEL exercises these individuals could be isolated from world-wide competition.

D. Individuals ranking above the top 25 positions would not automatically be moved upwards to fill vacancies in the 25 list but would be required to compete annually under BYCELS/C to achieve a ranking within that group.

#### ADVANTAGES

A. Attempting to achieve a position in the top 25 for grade levels GS-9 through GS-11 would be a more realistic goal in comparison to the current method of attempting to reach the top ten ranking within each grade level and hoping sufficient headroom will be available at the next grade level to permit their promotion. This would eliminate the "YO-YO" effect occurring to many highly qualified and competent employees—those who shall rank between 10 and 40 on the world-wide list but who fail to be promoted due to:

- 1) Change in fitness report rating officers whose values or grading levels differ,
- 2) Change of tours at an inopportune time,
- 3) Tour rotations that results in a change in geographic Area (Saw-Tooth effect).

B. This suggestion offers a reasonable proposition to employees who are extremely qualified and are, in most cases, just as deserving of promotion as any individual ranked above them. More important, it offers a method for protecting an individual's world-wide CEL ranking which is often achieved following years of hard work. Too often employees perform exceptionally well, are rated very high within an Area and, due to the variables cited in the preceding paragraph, lose ground to their contemporaries through no fault of their making. Although all individuals lose ground to others at some time as the variables apply to everyone, the generation of such a vicious circle is not necessary or needed. The result is misunderstandings and hard feeling directed towards OC on the part of the employee because he has done most everything career counsellors have suggested for achieving promotion and yet finds promotion, or the possibility of promotion in a given time frame, an improbability.

C. This suggestion does not offer, nor imply, that a greater number of promotions will be forthcoming, but rather gives an employee a definite standard to work towards realizing that promotional recognition will follow within a reasonable period of time.

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DISADVANTAGES

As can be determined, there are no disadvantages as it would appear this system could, if management were so inclined, be implemented without difficulty. In reality, management loses nothing while OC employees gain in having a more definitive promotional policy.

3. If the above is received favorably at [REDACTED] request the suggestion and any [REDACTED] supporting statement be forwarded OC Headquarters for consideration.

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## Distribution:

Orig. & 2 - CHIEF, [REDACTED]  
1 - Files

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